



UNITED STATES  
DEPARTMENT OF VETERANS AFFAIRS

# The New Face of HR



Office of Human Resources and Administration

Transforming Human Resources

# Transforming HR To:

- Sustain VA's "Green" status for the "Strategic Management of Human Capital" outlined in the President's Management Agenda
- Work with managers to learn their business and to identify their needs, and plan strategies to meet those needs
- Provide consultative services
- Leverage and integrate automation and contract services to provide transactional services
- Rebuild the HR profession and competencies

# The Transformation of HR

- Supports the President's Management Agenda as well as VA's Strategic Goal and Objectives:
  - ✓ Recruit, develop and retain a competent, committed, and diverse workforce
  - ✓ Improve communications with veterans, employees, and stakeholders about the Department's mission, goals, and current performance as well as benefits and services
  - ✓ Implement a One-VA information technology framework that supports the integration of information access across business lines and provides a source of consistent, reliable, accurate, and secure information
  - ✓ Improve the overall governance and performance of VA by applying sound business principles; ensuring accountability; enhancing our management of resources through improved capital asset management, acquisition, and competitive sourcing and linking strategic planning, budgeting and performance planning

# The Transformation of HR

- Transformation Initiatives:
  - ✓ HR Line of Business (LoB)
    - *Automated HR Systems*
    - *Shared Service Center Personnel Processes*
    - *Pay for Performance Demonstration Project*
    - *SES Pay Certification System*
  - ✓ HR Competency Gap Analysis
  - ✓ A New Performance Culture
  - ✓ Consultative HR

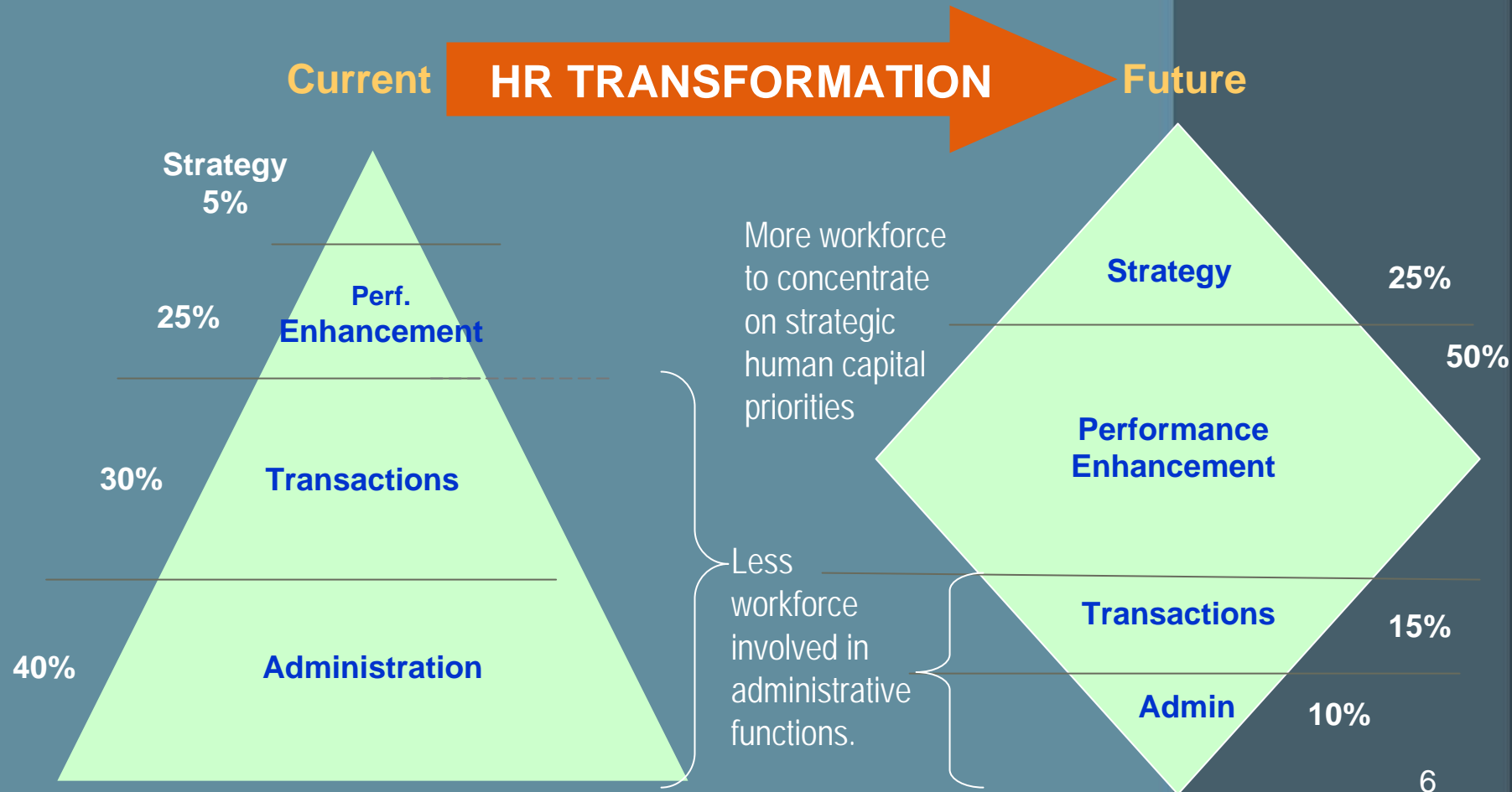
# What Is The HR Line of Business (LoB)?

A Cross Agency Effort Led by OPM To:

- ✓ Define all common HR business processes documented in the Business Preference Model
- ✓ Determine how these common processes will be managed:
  - *What will agencies continue to do?*
  - *What will Shared Service Centers start to do?*
  - *How best to generate efficiencies and increase productivity?*
- ✓ Leverage automation
  - Human Resources Information System (HRIS) – Common data source
  - Enterprise Human Resources Integration (EHRI)
    - Conversion of Office Personnel Folder (OPF)
    - Conversion to DFAS (E-Payroll)

# The Transformation of HR – Cultural Change

The HR LoB Enables HR Organizations to Save Money on Systems and to Focus on Strategic Management of Human Capital



# New Face of HR – Beyond Transactions

## HR Management Consultant

- Works with managers to design effective organizations
- Provides support and manage succession & workforce planning efforts
- Engages in staff acquisition and retention efforts

## HR Research Consultant

- Analyzes data, conducts research and develops pilots
- Conducts demonstration projects

# Rebuilding the HR Profession

- HR Competency Gap Analysis identified 23 core competencies for HR Professionals
- Surveyed over 1500 Human Resources Practitioners/Professionals
- Included Feedback from Senior (Executive) Managers
- Included Focus Group Meetings with HR Experts
- Validation will Include Input from HR Specialists and Managers